

CYC District Realignment

Mark Kennedy
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Connecticut Yankee Council | 2023–2024

AT A GLANCE | Scouting districts coordinate support for local groups through volunteer leaders and paid staff.

ORGANIZATIONAL CHALLENGE

Consolidate three districts into two amid financial, staffing and membership pressures.

OPERATING SCOPE

831 Scouts / 29 local groups across Powahay's five towns (June 2, 2023).

MY CONTRIBUTION

Led district operations and local implementation of the realignment, negotiated volunteer roles, managed resistance and prepared incoming leaders.

OUTCOME

Saugatuck operational at the March 1 handoff; no observed realignment-related interruptions.

Source: Council membership report (June 2, 2023).

GEOGRAPHIC REALIGNMENT / 2023 → 2024

Fill color = 2023 district pre-alignment

Symbol pattern + outline = 2024 district post-alignment

2023 | FOUR-DISTRICT STRUCTURE

 Scatacook 8 towns	 Pomperaug 8 towns
 Powahay 5 towns	 Quinnipiac 16 towns

2024 | THREE-DISTRICT STRUCTURE

 Aquila 11 towns	 Saugatuck 10 towns	 Quinnipiac 16 towns
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POMPERAUG SPLIT & ABSORBED

Scatacook + 3 Pomperaug towns → Aquila

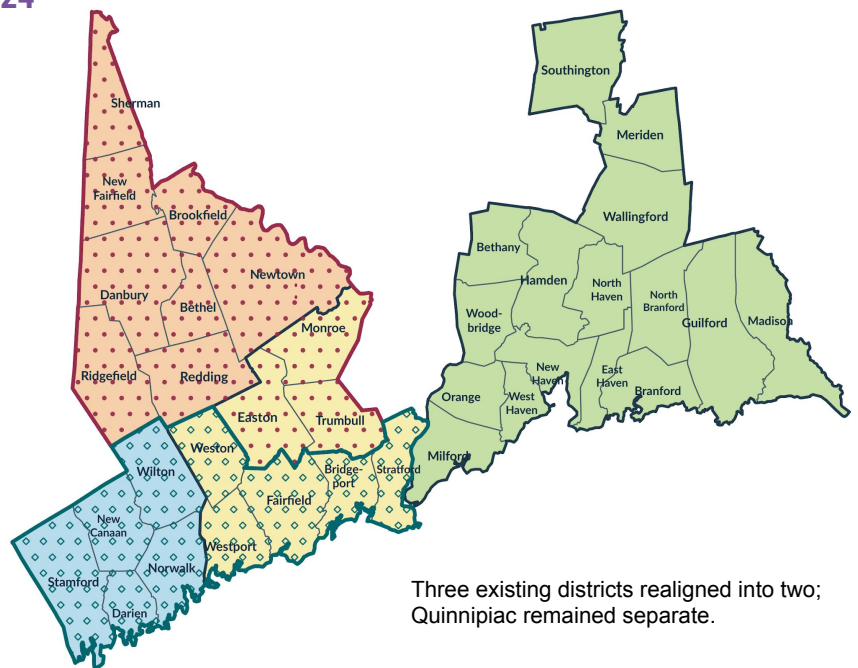
Easton • Monroe • Trumbull

Powahay + 5 Pomperaug towns → Saugatuck

Bridgeport • Fairfield • Stratford

Weston • Westport

Quinnipiac: unchanged 16-town territory



Three existing districts realigned into two; Quinnipiac remained separate.

STRENGTHENING DISTRICT OPERATIONS

EXPANDING TOWN COORDINATOR COVERAGE

Coordinator coverage grew from one of five towns to all five. Coordinators connected local groups with schools, businesses, and community partners.

Recruited 2 coordinators directly; other leaders recruited the rest.

- Recruitment ended Sep 2023; coaching/support through Mar 1.

VOLUNTEER ROLE REDISTRIBUTION

- Three roles held by one volunteer**
One volunteer held three roles: programs, communications and team development.
- Negotiated a narrower program role**
Negotiated an agreement for him to retain the program responsibilities he valued and release communications and team development. Coached him through the transition.
- Separate roles filled by new volunteers**
Two new roles—communications and team development—with owners found for each. Filled January 1, 2024.

Managing Resistance & Leadership Transitions

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MANAGING SUSTAINED RESISTANCE

Months of opposition; a fixed council decision with meaningful volunteer input.

1 / CONCERNS

- Loss of **District identity**.
- Disputes over **leadership roles and influence**.
- A larger **geographic territory**.
- Meaningful **representation** for incoming communities.

2 / ACTIONS TAKEN

- Reinforced the **council's decision** to consolidate three districts into two.
- Negotiated **volunteer responsibilities**.
- Explored **co-chair roles** and **mentoring arrangements**.
- Facilitated volunteer input on **district identity**.

3 / OBSERVED OUTCOMES

- Incoming volunteers** took on local coordination and committee leadership.
- Volunteers assumed **youth advancement** responsibilities.
- Volunteers from separate communities **delivered events together**—workable participation, not a claim that everyone agreed.

TWO LEADERSHIP SUCCESSIONS / BOTH APPOINTED MARCH 1, 2024

DISTRICT COMMISSIONER / Volunteer leader supporting local Scouting groups

CHALLENGE

The succession required rebuilding trust with some communities.

ACTIONS TAKEN

I advocated for the appointment and helped arrange trusted alternative contacts for those communities.

OUTCOME

Appointed March 1; independently carrying out the role by the later staffing transition.

MEMBERSHIP VICE-CHAIR / District-wide volunteer recruitment leader

CHALLENGE

The succession required addressing concerns about workload and access to support.

ACTIONS TAKEN

I advocated for his appointment, set achievable goals, and arranged training and experienced peer coaching.

OUTCOME

Appointed March 1; independently carrying out the role by the later staffing transition.

LESSONS LEARNED

Clarify roles earlier. Written descriptions existed but were inconsistent across the new organization. Duties and decision rights needed clearer definition before the transition.

Plan staffing lead time. Descriptions were ready by fall; the revised roles were filled by January.

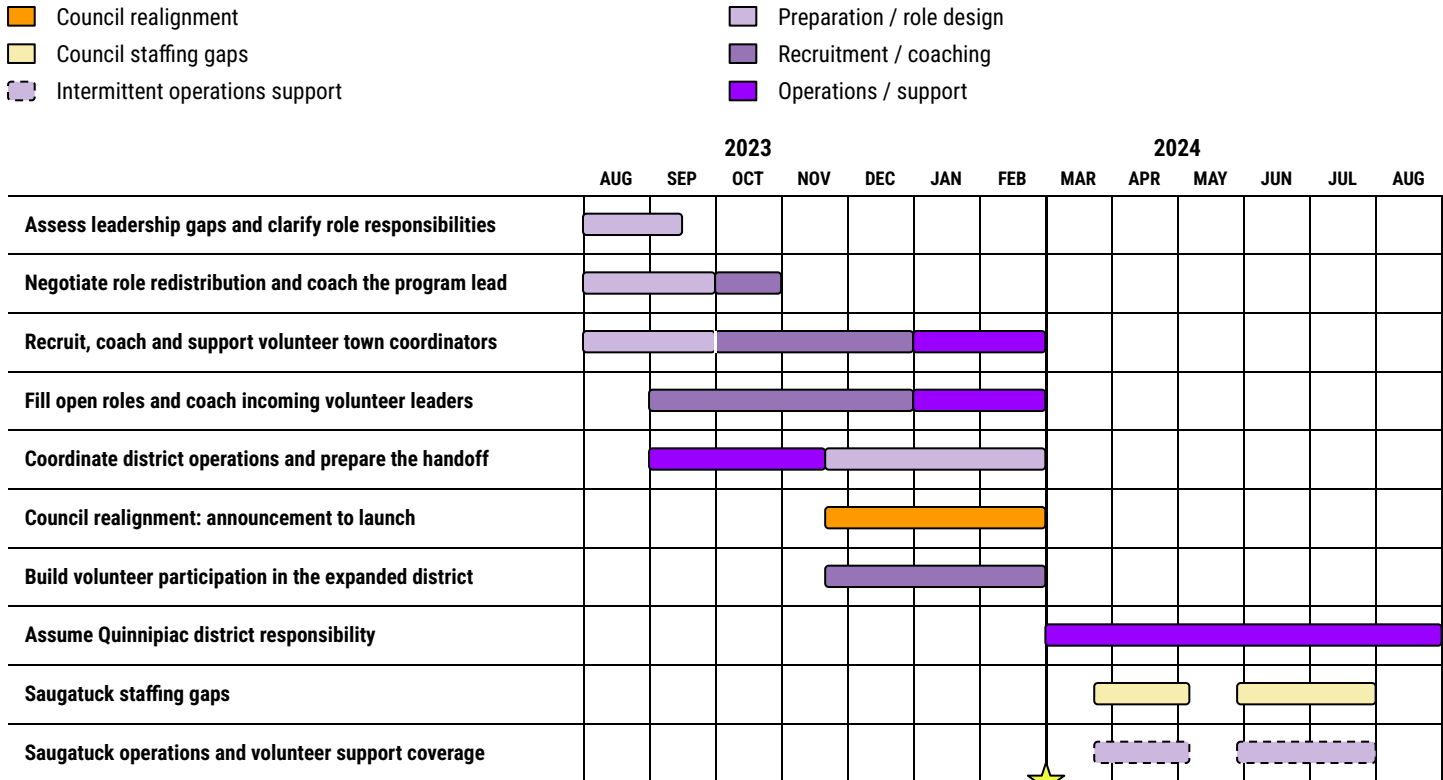
Complete the knowledge transfer. Appointing successors did not finish the work of transferring relationships and operating knowledge.

Executing the Transition & Sustaining Operations

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OVERLAPPING WORK & RESPONSIBILITIES

Preparation converged at the March 1 handoff; later Saugatuck coverage was intermittent.



March 1, formal realignment implementation and transition

HANDOFF & CONTINUITY

March 1 – Formal handoff

Moved to Quinnipiac and transferred local contacts, event and fundraising information, and budgeting history to Saugatuck's incoming paid representative. Saugatuck was already operational.

Later staffing gaps – Shared coverage

Shared routine coverage and volunteer support with a District Director while retaining my Quinnipiac assignment. The Field Director retained formal oversight.

Around August – Coverage transfer

The District Director assumed coverage. I transferred local knowledge and tapered my support.

OBSERVED PROGRAM CONTINUITY

I observed no realignment-related interruption to programs or events in the district I served.

TAKEAWAY Saugatuck was operational at handoff, with incoming volunteers in leadership roles.